

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System held Tuesday, September 29, 2009 at the hour of 7:30 A.M. at John H. Stroger, Jr. Hospital of Cook County, 1901 W. Harrison Street, in the fifth floor conference room, Chicago, Illinois.

**I. Attendance/Call to Order**

Chairman Zopp called the meeting to order at 7:45 A.M. A roll call was taken, however a quorum was not present. The Committee received information until a quorum was reached. At 8:00 A.M., a quorum was reached and the Committee began to consider the items presented on the agenda.

Present: Chairman Andrea L. Zopp and Directors Quin R. Golden and Jorge Ramirez (3)

Chairman of the Board Warren L. Batts (Ex-Officio)

Absent: Directors David Carvalho and Sister Sheila Lyne, RSM (2)

Additional attendees and/or presenters were:

Michael Ayres  
Cathy Bodner  
Karen Dimond  
Patrick T. Driscoll, Jr.  
William T. Foley

Jeanene Johnson  
Roz Lennon  
Jim Montrie  
Elizabeth Reidy  
Deborah Santana

Joseph Sova  
Deborah Tate  
Anthony J. Tedeschi, MD, MPH,  
MBA

**II. Public Speakers**

Chairman Zopp asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore                      Concerned Citizen

**III. Report from System Director of Human Resources**

Deborah Tate, Director of Human Resources for the Cook County Health and Hospitals System, presented an update on hiring goals and the recruiting process transformation. She stated that two key positions have recently been filled; Gina Goodson-Allen will be the new Nurse Recruiter, and Naisha Denegal will be filling the position of Human Resources Generalist, effective October 12, 2009.

Ms. Tate referenced the weekly Human Resources staff meetings that are occurring. As part of that, MedAssets and Lawson staff are included so they can be provided the information they need and so that there is an understanding of where they are in the project cycle.

Director Golden inquired regarding whether the System is posting information on their website relating to open positions for which MedAssets is hiring. She stated that in previous meetings, there was a discussion on that subject. Although these would be MedAssets' employees, the intent was to assist in providing for the greatest opportunity to cast a wide net through multiple resources to draw in the most qualified and diverse applicants for these positions located at the System.

Ms. Tate stated that she would follow up with MedAssets on the subject, and would report back to the Committee.

**IV. Recommendations, Discussion/Information Items**

**A. Update and discussion of pending information requests**

Chairman Zopp stated that there were no pending information requests at this time.

**B. Presentation on Recruitment Transformation/Taleo Implementation**

Joseph Sova, Chief of the Cook County Bureau of Human Resources, provided an introduction to the presentation on the Taleo Implementation. In order to address issues relating to automation, inefficiencies, and Shakman compliance requirements, Cook County has identified a vendor, Taleo, whose automated recruiting, hiring, and onboarding system is currently used by the City of Chicago, as well as by 147 companies in the Fortune 500. He introduced Jim Montrie, Senior Regional Manager for Taleo, who would be giving a brief presentation on the system.

Mr. Montrie proceeded with the presentation (Attachment #1).

Mr. Sova stated that the request to enter into a contract with Taleo is expected to be on the October 6<sup>th</sup> Cook County Board agenda for approval. He added that the funding for the system has already been budgeted. With regard to the timing of such implementation, he estimated that it would be roughly four to six months after the contract is signed.

Chairman Zopp inquired whether the Cook County Health and Hospitals System would be a separate unit within the Taleo system. Mr. Sova responded that the System would be considered a “business partner.” At the onset, he envisions a tag-team approach. Once the Taleo system is up and running, he stated that the system would be theirs; the System would be autonomous, having direct contact with Taleo.

Chairman Zopp stated that there needs to be an interim plan to address hiring changes until the Taleo system is up and running, if implementation of this system won’t happen until at least next Summer.

Mr. Foley mentioned that the System also needs to install a new time and attendance system. He asked Mr. Sova if the County is planning a time/attendance system installation in the near future. Mr. Sova responded that he was unaware of any plans.

**V. Action Items**

**A. Any items listed under Sections IV and VI**

**VI. Closed Session Discussion/Information Items**

**A. Discussion of personnel matters**

**B. Update on labor negotiations**

**VI. Closed Session Discussion/Information Items (continued)**

Director Golden, seconded by Director Ramirez, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), which permits closed meetings for consideration of “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” and 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees.” THE MOTION CARRIED UNANIMOUSLY.

Chairman Zopp declared that the closed session was adjourned. The Board reconvened into regular session.

**VII. Adjourn**

Director Ramirez, seconded by Director Golden, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Ms. Andrea Zopp, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Cook County Health and Hospitals System  
Report of the Human Resources Committee  
September 29, 2009

ATTACHMENT #1



**Taleo** ✕ Talent Drives Performance



***Streamlining the Recruiting Process  
with the***

***“Right Person in the Right Position”***

**September 29, 2009**

**Jim Montrie  
Senior Regional Manager**

# Today's Challenges



CHICAGO 2016



## Recruiting Effectiveness

- High Time to Fill
- Manual Paper Based
- Finding Candidates
- Heavy Administration



## Growth & Scalability

- Rapid Business Growth
- Poor System Scalability
- Competitive Pressure



## Systems Limitations

- Limited Functionality
- Poor Usability
- Poor Reporting
- Poor Candidate Experience

# Healthcare - ROI Case Studies



“Nurses are the heart and soul of our organization. They are critical to patient success and our business success. We needed to get to the best nursing candidates as fast as possible and needed a solution that could help us achieve this goal...Taleo provided us with that solution.”

Stephanie Williams  
Children's Healthcare of Atlanta

## Taleo at Children's Health



Children need Children's.®

### SNAPSHOT:

- Today, Children's Healthcare of Atlanta is one of the country's largest pediatric healthcare systems with:
  - 430 licensed beds in two children's hospitals
  - 16 satellite locations around metro Atlanta including
  - Five Immediate Care Centers
  - Four Primary Care Centers
  - 5,650 employees
  - Lawson HRIS
  - 12 Full-time Recruiters
- Recognized as a premier employer by Fortune magazine, Working Mother magazine while ranking among the nation's best pediatric hospitals by Child magazine and U.S.News & World Report.





## Taleo at Children's Health



Children need Children's.®

### Key Selection Criteria and Results:

- HRIS (Lawson) Integration (New Hire, Org data, Locations)
- Taleo Compliance model (EEO/AA)
- 75% of all new hires from internal sources
- Flexibility of platform for all hire types
- TTF in key roles reduced from 55+ days to less than 30 days
- Process Changes: Automated Onboarding (\$75K savings 2005 and over \$100K annually since)
- Achieved consistency in enterprise-wide recruitment processes with hiring manager adoption.
- Provide better service to managers, employees, and external job candidates-4.5 rating (out of 5.0) on customer and candidate surveys



# Benefits

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## Better Employee Job Fit

- Drives higher employee satisfaction which drives improved patient satisfaction

## Access to a Wider Applicant Pool

- Improved job posting visibility results in access to a wider group of potential applicants, eliminating costly vacancies.

## Lower Turnover

- Better job fit and a wider applicant pool directly impact turnover.
- Less turnover means reduced training costs and employee ramp-up time.

## Reduced Time-to-Fill

- Vacant jobs are filled more quickly using technology (candidate database).
- Managers are presented with the most qualified candidates more efficiently.

## Improved Internal Mobility

- Employees will have access to facility and company-wide jobs. Reducing costs associated with relocation and turnover.

## Elimination of Paperwork: Hiring Manager & HR Time Savings

- No longer need to sort through hundreds of paper applications
- Paperless Onboarding & Real Time Reporting

# Strategic Payoff

## Corporate:

- Full Transparency Across Workforce
- Improved Organizational Performance
- Basis for Workforce Planning & Talent Optimization

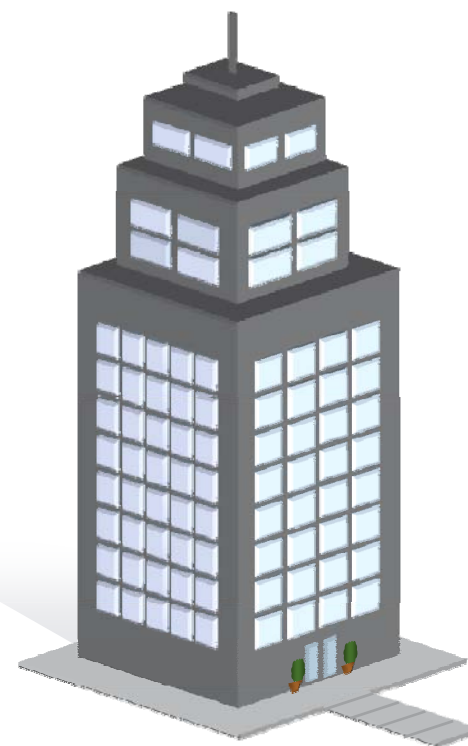
## Inter-Department:

- Lower Costs
- React to Short-Term Demand: Hire Faster
- Better Quality of Hire

## HR Department:

- Eliminate Paperwork and Manual Effort
- Eliminate Lag Time
- Increase Applicant Flow

***Right Person in the Right Position***



# Children's Healthcare of Atlanta



“We selected Taleo because of their understanding of the healthcare market and their demonstrated ability to help us attract and retain key talent in areas such as Nursing, Allied Health, and Pharmacy.

Now we're in a better position to deliver on our promise of hiring some of the best nurses in the field.”

Megan Graham

Children's Healthcare of Atlanta

## Customer Success



- » 2009 Recruiting Savings: 2 cents/share
- » \$14M savings
- » Sourcing, tax credits, hires/recruiter



- » 60% of hires through agencies
- » Reduced to 3% with Taleo in 6 months
- » \$4.5M savings in agency fees alone



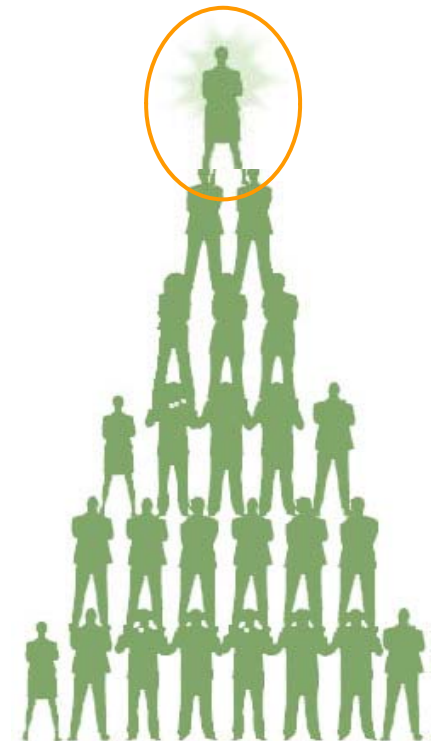
North Shore-Long Island Jewish Health System

- » 6 month turnover: 65% → 13%
- » \$6.8M in savings in advertising/agencies
- » Improved quality of care. \$25M Op margin

# Cook County Challenges



- Ease of Use for Everybody
- Streamline And Improve Processes
  - Integrated Background, Drug, PeopleSoft....
- Dynamic Reporting Capabilities to Meet Demands
  - Improve/Enable Compliance
- Reduce Manual Onboarding Process
- Increase Sourcing to Meet Changing Market
- Reduce Agency Fees
- Better Branding For County
- Talent Management Solution to Build Upon





# Why Taleo?

The Choice for Performance Driven Talent Management

# A Financially Stable Partner

## Financial Stability

### Investments in:

- Product Roadmap
- Services Process
- Customer Support

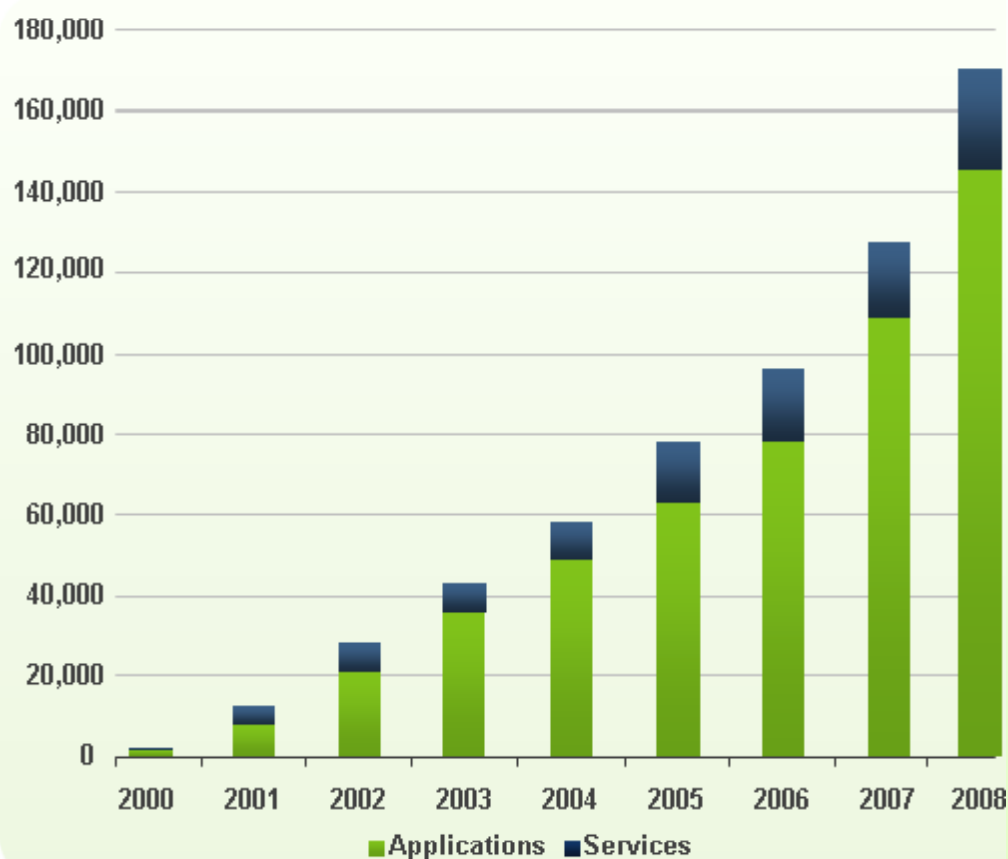
### Customer Care

- Technical Support
- Optimization
- Customer Sat.

### Partner Ecosystem

- Best of Breed
- 70+ Partners

## Taleo Annual Revenues



## Key Stats

**4,000**  
Customers

**200**  
Countries

**175M**  
Candidates

**2.9M**  
Users

**917**  
Employees

**\$31M**  
R&D Investment

**95%**  
Customer Sat.



# Diverse Talent Community

47 of Fortune 100 Companies

151 of the Fortune 500

5 of the Top 6 Healthcare Companies

6 of the Top 10 Financial Services Firms

4 of the Top 8 Health Insurance Providers

4 of the Top 10 General Merchandisers



5 of the Top 11 Best Places to Launch a Career use Taleo



Best Practices



Benchmarks



Methodologies

## THE WALL STREET JOURNAL.

### Best Corporate Career Web Sites

For MBA's and Recent College Graduates

2008	2007	Company
1	1	Deutsche Bank
2	44	ABN AMRO
3	7	UBS
4	23	Deloitte
5	14	Philips
6	9	Intel
7	11	McKinsey & Co
8	43	Lockheed Martin
9	8	Booz Allen Hamilton
10	2	Microsoft
11	3	BCG
12	16	Citi
13	18	Procter & Gamble
14	5	Accenture
15	25	Dell
16	17	Bank of America
17	12	Credit Suisse
18	88	Adidas
19	89	BNP Paribas
20	34	Johnson & Johnson
21	30	Ernst & Young
22	4	Merrill Lynch
23	19	Bain & Company
24	31	Shell
25	10	Bertelsmann
26	20	Raytheon
27	13	Goldman Sachs
28	63	Chevron
29	27	3M
30	41	Morgan Stanley

Source: Potentialpark Communications

14 of the Top 30 Sites Powered by Taleo

# Exceptional Industry Analyst Recognition

## Gartner

### eRecruitment Software



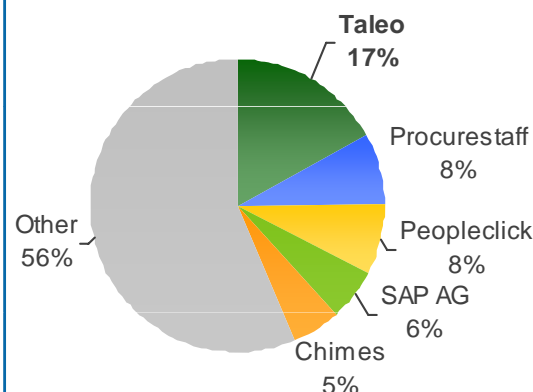
SOURCE: GARTNER (JUNE 2008)

*"Taleo has strong functionality across the board, system performance and scalability are strong and customers gave Taleo high marks overall on customer service and support."*

Gartner, James Holincheck,  
"E-Recruitment Magic Quadrant" June '08



### Worldwide eRecruiting Market Share



"Taleo is the # 1 vendor in the eRecruiting market. Taleo was also the # 1 vendor in the on demand HCM market with the most subscription-based revenue."

IDC, Albert Pang  
Nov '06

## STAFFING.ORG

Optimum Performance

"Taleo ranks:

- 1<sup>st</sup> in Overall Performance
- 1<sup>st</sup> in Training & Support
- 1<sup>st</sup> in Operations
- 1<sup>st</sup> in Problem Resolution"

Staffing.org, 2007 Recruiting Metrics and Performance Benchmark Report" July '07



"A Survey of Taleo Customers showed:

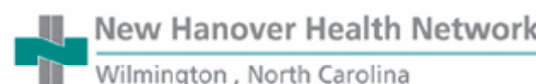
- 95% Customer Satisfaction
- 33% Reduction in Time to Hire
- 15% Reduction in Cost to Hire
- 54% Improved Quality of Hire"

Cedar Crestone Research,  
Taleo Value & Customer Satisfaction Survey" June '07

# Healthcare

## Who Trusts Taleo?

- Top 2 Health Insurance and Managed Care Companies
- 4 of the Top 6 Medical Facilities Companies
- 2 of the Top 3 Pharmaceutical Companies



# World Class Customers

## Financial Services



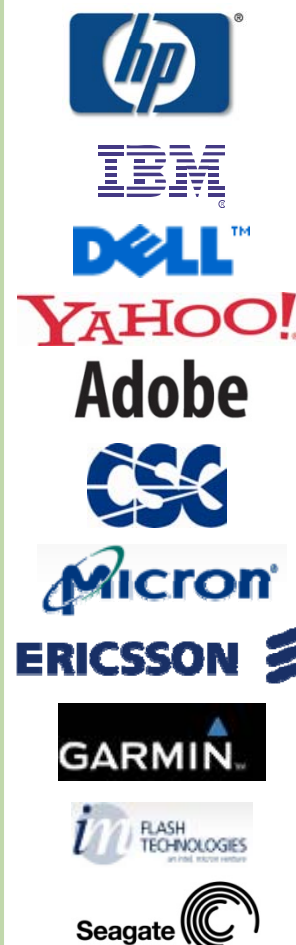
## Healthcare



## Retail



## Technology



## Hospitality





# World Class Customers

## Manufacturing



## Energy & Mining



## Media & Entertainment



## Telecomm



## Transportation



# Highly Configurable

## Personalized Views Without Customization

- SmartOrg:
  - Relevancy by business unit, brand, geography, role
- Personalize
  - Job Templates, Requisitions
  - Workflows, Prescreening
  - Correspondence
- Career Sites
- On-Boarding
- User Environment



**Personalization with Consistent, Compliant Processes**

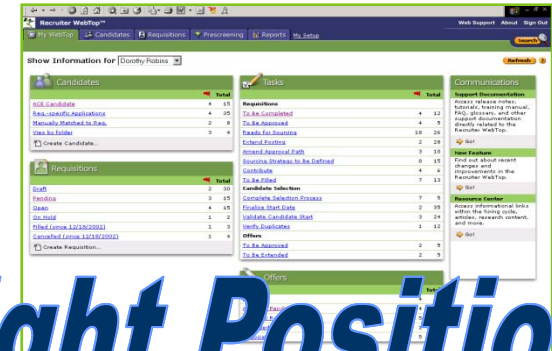
**CHART DONE**

2008 Copyright, Taleo Corporation

## Taleo Difference - Our Solution - Personalized

### Our Software Innovation

- Talent Acquisition & Talent Management
  - Personalized
  - Comprehensive
  - 140 Million in SF in 2009



**"Right Person in the Right Position"**

### Our Technology & Delivery Model

- Optimized Talent Management Platform
- Taleo Integration - Connect & Passport
- Taleo Reporting & Analytics



### Our People & Process

- Knowledge Base – Experience & Expertise
- Optimal Staffing Processes - Best Practice
- Reduced Risk



# Delivering Business Outcomes



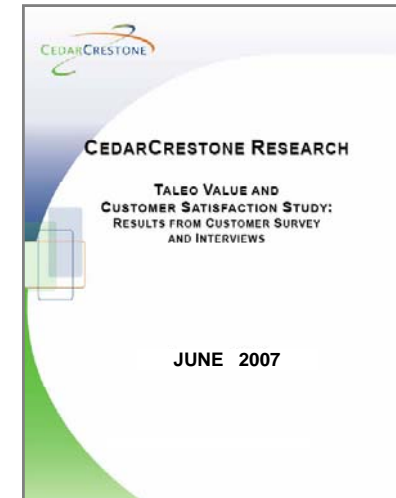
33% Reduction in Time to Hire



15% Reduction in Cost of Hire



54% Able to Improve Quality of Hire



*"Our Total Cost of Ownership has decreased."*

*"We reduced workflow and cycle time by more than 60% with Taleo."*

*"We gather more complete information from candidates to support better sourcing."*

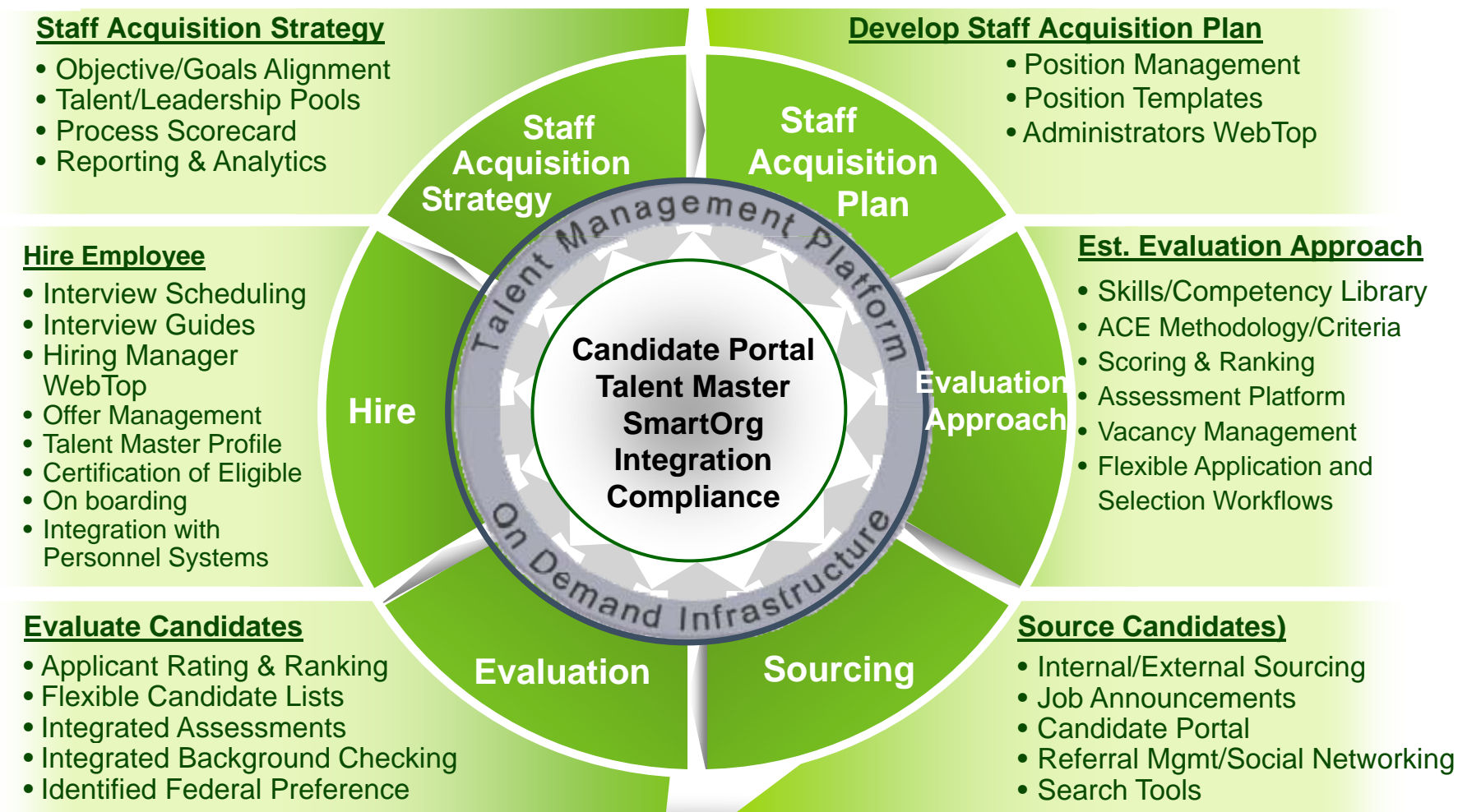
*"Even though we selected Taleo on a feature and functions basis, since implementation, it has been Taleo's talent management vision that has been most impressive..."*

*"We've been able to standardize our processes globally."*

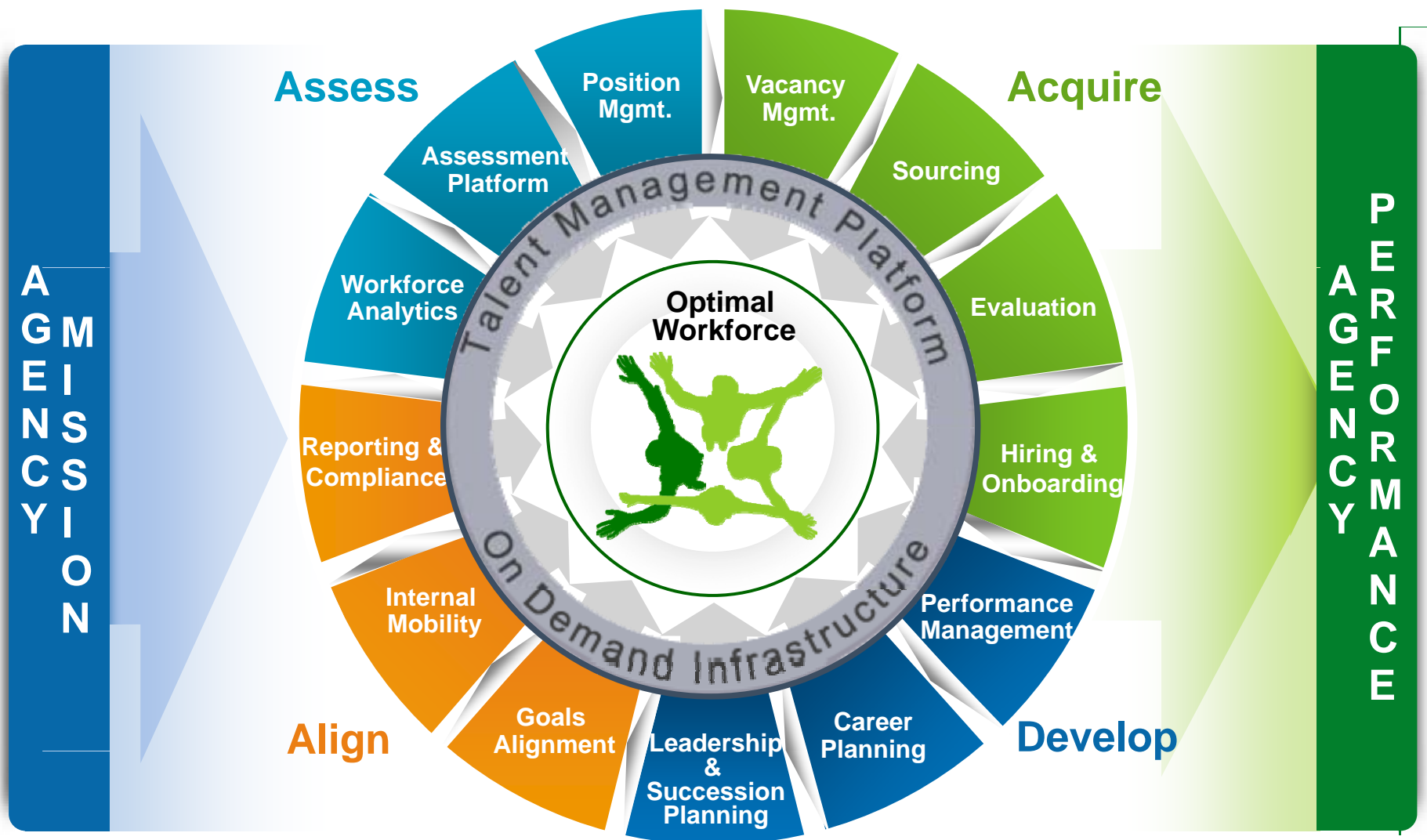
Overall 95% of Customers are either **Satisfied or Very Satisfied** with Taleo



# Acquire Talent



# Strategic Talent Management For Agencies



# Delivering Business Performance

## Increase Efficiency



- Reduce time to hire
- Streamline hiring process
- Top performer mobility  
*“mining your own gold”*

## Improve Quality



- Improved quality of hires
- Finding « your kind of people »
- Pooling of talent across the entire enterprise

## Reduce Risk



- Regulatory compliance support including SARBOX
- Consistent enforcement of HR policies
- Diversity initiatives
- EEO & OFCCP

## Financial Return



- Top Talent  
= better alignment  
= increased productivity
- Reduced Turnover
- Talent sources that meets growth targets

# City Of Chicago

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## Solution

- Use Disqualification Questions (DQ) at a *job-specific level* to determine whether Candidates meet minimum qualifications.
  - **Allows instant rejection and notification**
- Establish a centralized content development process controlled by dedicated Content Librarians
  - **Reduces administrative workload for Recruiters**
  - **Ensures consistency, professionalism**
  - **Effectively eliminates non-compliance**
- Use Pre-screening Questions to *automatically pre-sort* the Candidate List according to highly prescriptive process
  - **Minimizes Recruiter intervention**
  - **Effectively eliminates “sorting and weighting” errors**

# Questions?

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**Taleo**  Talent Drives Performance

## Questions & Next Steps

## Proven Results

*Implemented in 12 weeks,  
reduced staffing costs and  
increased quality of hire*



**Since implementation,  
Mosaic has:**

Decreased hiring manager  
staffing activities by 75%

Reduced advertising expense  
by 90%

22% of employee base is  
reassigned internally

Reduced part-time employee  
turnover by 4%



**\$6.4 million**  
Est. ↑Productivity  
& Savings

*Manages hourly and  
professional talent across 40K  
employees and 120 locations*



**Since implementation,  
Hyatt has:**

Fully staffed a new 500  
employee property in 3 days

Decreased time-to-hire by  
50%

Reduced local hotel  
advertising expenses by  
more than 40%



**Millions in**  
Est. ↑Productivity  
& Savings

*Delivered \$7 million ROI on  
\$500K annual investment in  
first year*



**Since implementation,  
Blockbuster has:**

Reduced staffing costs by  
\$5.3 million

Projected 5 year productivity  
gains of \$5.8 million

Projected 5 year savings in  
reduced turnover of \$5.5  
million



**\$40.9 million**  
Est. ↑Productivity  
& Savings